

HOUSING MANAGEMENT BULLETIN

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NATIONAL ASSOCIATION OF HOUSING OFFICIALS • 1313 EAST SIXTIETH STREET, CHICAGO

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REDECORATION BY TENANTS

With the aid of equipment, supplies, and casual supervision by the management, tenants in one hundred and sixty of the units at Langston Terrace, Washington, D.C., have repainted side walls in their apartments during an eleven-week period. Mr. Franklin Thorne, manager, reports that: "After eighteen months of occupancy, the side walls in the dwelling unit rooms which were painted in casein had become soiled but the ceilings and trim were still in good condition. Numerous requests were being received to have the units re-painted. Various plans for redecoration were discussed with individual tenants and with the resident council. The management then worked out the following procedure:

"Through the Resident Council, an announcement was made to the effect that those families who had been in residence for a period of eighteen months would be permitted to redecorate their own units. Tenants who were interested were asked to contact the Management Office.

"The Management Office and the tenant agreed upon a mutually satisfactory date for redecorating. Three colors, buff, blue, and green tint, were made available. The tenant selected one of these three colors for the living room and entrance hall, but all bedrooms were repainted in buff. The paint was pre-mixed by the custodial staff.

Supplies and Supervision

"On the agreed date, maintenance employees delivered the following equipment to the tenant: one five-foot ladder, two brushes, one five-gallon can containing one gallon of casein paint per room and an additional half gallon for the halls. If two colors were selected, an additional can was provided. (The ladders were equipped with rubber treads and rubber tips. A simple hook is fastened to the top of the ladder which prevents the paint container from being accidentally upset.)

"At the time of delivery, maintenance employees gave basic instruction on the application of the paint and care of equipment. As most of the painting was done after office hours, the manager, superintendent, or a custodian visited the first few families in the evening to check on the progress being made and to supplement instructions if necessary.

"Each family was allotted two full days to complete the redecoration except in five-room houses, in which case the period is three days.

"Tenants in two-room units painted their entrance halls and bedrooms in casein. The combination living room-kitchens were painted in buff oil paint by a custodial employee, as it was felt that the conversion from casein to oil was a job for a skilled painter. (All other kitchens were already painted in oil, as are the bathrooms.)

"In rowhouses and second floor flats, the stairway wall is painted by employees as this area requires scaffolding."

Similar Plan in Indianapolis

In Indianapolis at the Lockefield Garden Apartments, where, in order to maintain their present low rents, no general repainting on the project could be undertaken, the management offered to furnish the first 25 families to apply with all materials necessary to paint their own apartments. Manager Lionel F. Artis reports that 117 families responded and he therefore agreed to allow additional tenants to redecorate their homes, the management to furnish paint, brushes, ladders, drop clothes, etc. Before any actual tenant painting was done, however, sample work was put on some of the project walls and other tests run, and then a painting demonstration was held at which all tenants were invited to be present.

THE BULLETIN WANTS NEWS, IDEAS, REPORTS AND OTHER MATERIAL ON MANAGEMENT
PLEASE SEND TWO COPIES: ONE TO NAHO, ONE TO THE BULLETIN'S EDITORIAL OFFICE

MANAGEMENT IN ANNUAL REPORTS

Annual reports of local housing authorities except in cities having PWA-built projects scarcely deal with management. Many of the authorities reporting apparently either fail to realize the importance of preoccupation planning for management or have overlooked recording such activity.

Baltimore Looks Ahead

The Baltimore report represents an encouraging exception. To quote: "A manager has been appointed for the Edgar Allan Poe Homes, now under construction. In a manner of speaking, he will come in on the ground floor and before taking over his responsibility as manager can observe how the project is put together. He is also in a position to assist in tenant selection, which is the key to good community relations within the project."

The Philadelphia Authority, in its first annual report, Clearing Slums in Philadelphia, under the section "Hill Creek - Tenant Laboratory," says: "The Authority was fortunate, during its period of low-rent housing project development, to have in its midst a laboratory where it could study tenant and administrative problems. Hill Creek, although affording no comparable basis for comparison with the genuine low-rent projects being constructed by the Authority, is nevertheless, of real interest as a centrally administered housing development."

The amount of space devoted to management in those reports which deal with it at all varies greatly, covering from a few lines to three chapters, as in the case of the New York report for 1938. The topics mentioned under the general heading of management are random. In a number of instances the reports discuss some particularly interesting management problem and the solutions which they are applying. The matters involved when a PWA-constructed project is leased and operated by a local authority are discussed at some length in the report of Washington's Alley Dwelling Authority and the Nashville Authority. The unique solution for the difficulty which arose when Nashville's two projects--one for whites and one for Negroes--were turned over to the local authority is as follows:

Rent Surcharges

Owing to the fact that the rents, as established under the government operation were higher than those established subsequent to local management, the incomes of families living in the projects in many instances ex-

ceeded the new maximums of income permitted with the lower rents. . . . A surcharge rent was . . . established for those families whose incomes exceeded the maximums as established in the original lease, but whose incomes did not exceed (certain temporarily defined limits). Each tenant whose income was excessive was required to pay a surcharge rent of 25¢ per month for each \$15 per year or part thereof by which the family's net income exceeded the statutory income limits. The families thus permitted to remain within the projects by paying a surcharge rent are not to be considered under any circumstances as permanent tenants. This accommodation was made for the purpose of making a gradual adjustment to the new maximum income levels without working too great a hardship on an extremely large number of families at the same time. The Nashville Housing Authority is obligated under the terms of the lease to secure the removal of the excessive income families as quickly as possible."

Improved Maintenance & Operation

The Chicago Authority reports drastic savings in operation costs reflected in rent reductions, as a result of two years of management experience: "Experience in the first two years of operation of the 3 PWA-built housing projects has enabled the Chicago Housing Authority to devise means of reducing the operating cost of these projects, approximately \$1.05 Per Room Per Month, which has made possible a very considerable reduction in the rentals."

Two maintenance techniques merit quoting. BALTIMORE: "For repairs and services to the physical aspects of the projects, the manager will call upon a central office fully equipped to handle the up-keep of the buildings. Such an arrangement is calculated to free the manager from the duties of a head janitor and enable him to be an active force in community life." -- PHILADELPHIA: "The Authority has encouraged tenants to keep the project clean, so that Hill Creek is one of the few housing projects in the country that has a successful program of one hundred per cent tenant maintenance of lawns. It is interesting to observe many tenants, who had hitherto lived in apartments, now busy growing their own flowers, some, indeed, having truck gardens of their own."

Community Relations

The New York Authority says: "Community activities for the most part initiated and administered by the tenants themselves, have

aided in bringing tenants together and in quickening the reorientation of former slum dwellers. These activities are, as far as possible, open to neighborhood as well as project families."

Chicago Tenant Organization

The Chicago report gives a very interesting account of the psychological elements of community relations: "... CHA's experience so far seems to indicate generally that public housing tenants are pretty much natural 'joiners.' (Underprivileged families moving into spick-and-span new houses really do seem to experience a kind of social rebirth) ... At Jane Addams, for instance, various group activities began to spring up even before all the houses were occupied. Nobody knows quite why. . . But human nature being what it is, very likely it was the misunderstandings which arose over the use of the community laundry tubs that brought 'organization' to a focal point. . . The death of a baby proved to be the dramatic turning point. The child died of whooping cough in August. There was an epidemic raging throughout the city and the mothers in the houses, aroused to the danger by this tragic event, decided to form a health committee. The aid of the city Health Department was enlisted. Innoculations were provided for all children at nominal cost. A committee canvassed the houses. In a short time the epidemic was checked within the Jane Addams community, although it continued to rage in the surrounding neighborhood. After the success of this campaign, effec-

MANAGERS' FIRST ANNUAL MEETING

The special NAHO NEWS Supplement which was mailed to all NAHO members last week carried an outline program of the First Annual Meeting of the Managers' Division, May 13 and 14, at the William Penn Hotel in Pittsburgh, to precede NAHO's Eighth Annual Meeting at the same location, running May 15-18. A detailed preliminary program giving chairmen's and speakers' names is to be distributed within the next few days.

At the business meetings scheduled, formal organization of the Division will be completed. Proposed by-laws have already gone to the charter members of the Division for comment before presentation to the general business session for final revision and adoption. Officers of the Division will also be elected at that time.

HOUSE CLEANING

HOUSE CLEANING MANAGEMENT AND METHODS, Farmers' Bulletin No. 1834, U.S. Department of Agriculture, January, 1940. 22 pp. 5¢. Useful for housing managers and suitable for distribution to tenants. Free copies may be obtained on request to U.S. Senators and Representatives.

tive organization began in earnest. All clubs were coordinated under the Jane Addams Clubs, Inc. . ."

MANAGEMENT STAFF ORGANIZATION

- A. Determination of size of staff
 1. Such determination should not be based on rule of thumb methods of calculation
 2. Determination of staff should be based on careful analysis of work load of specific project. This presupposes:
 - a. Established standards of service and maintenance
 - b. Extent of tenant participation in maintenance
 3. Analysis of work load will indicate
 - a. Personnel required to execute physical duties
 - b. Personnel required to supervise action
 4. Staff should be constructed from bottom personnel up. This permits combination of functions and supervisory duties. Construction from top personnel down leads to excessive staff size resulting from emphasis on segregation and specialization of functions
 5. Balanced organization results from integration of staff and line employees
 - a. Line organization--military plan, lines of responsibility and authority run direct, each employee responsible for all functions of organization in a limited area
 - b. Staff organization--each employee responsible for specified function throughout entire area of organization operations
 - c. In balanced organization (a) staff employees responsible for determination of procedure and evaluation of operations, act primarily in advisory capacity; (b) line employees responsible for executing functions
- B. Principles of staff organization
 1. Clear delegation of responsibility and concomitant authority
 - a. Eliminates buck-passing
 - b. Best effected:
 - (1) Staff manuals of procedure
 - (2) Definite recognition of difference between staff (advisory) and line (execution) employees
 2. Coordination of functions
 - a. Coordination of efforts of employees essential to efficiency
 - b. Eliminate friction, lost motion, duplication
 3. Training and supervision of employees
 - a. Employees must know objectives of organization
 - b. Employees must know responsibilities and scope of duty
 - c. Employees must know methods of job performance
 - d. Employees must receive job coaching to insure efficiency and ability to evaluate own performance

-- Presented by ABNER SILVERMAN of USHA at NAHO's Region II Conference on Housing Administration and Management in Philadelphia, January, 1940

IDEAS

FURNITURE . . .

The Memphis Housing Authority has cooperated with the Memphis Good Will Industries in a plan to recondition furniture for prospective tenants of the Lamar Terrace Housing Project. They say: "We have arranged with the Good Will Industries to furnish a three room apartment on the aforementioned project, which will be furnished with all reconditioned furniture and materials. We have agreed that if any of the tenants moving into this project should have furniture that they would like to have reconditioned that the Good Will Industries would recondition same and only charge the tenant for the labor and the materials used. The type of labor employed by the Good Will Industries receives a small rate of pay not to exceed \$3.00 per day per person, and the furniture to be reconditioned would receive a final inspection by a competent, skilled upholsterer who would be in a position to see that such furniture received a thorough overhauling and that the reconditioning would be comparable to furniture reconditioned elsewhere.

"In analyzing this plan with the Good Will Industries and from the samples of their work, we are of the opinion that considerable savings could be made by the tenants in reconditioning some of the old furniture that they might possess or in making purchases of reconditioned furniture from the Good Will Industries.

"In addition to this plan we propose to allow the Memphis Retail Dealers Furniture Association to have a display of new furniture at the time that this project is opened, but under no condition can the furniture dealers display any expensive furniture that would represent a value above the economic rates that the tenants could afford to pay."

SERVICE CHARGES . . .

To clear up any possible misunderstanding, the schedule of service charges at the Lockefield Garden Apartments (Indianapolis) was published in the Lockefield News, as follows:

Toilet stoppages (opened by auger or plunger) . . .	\$.50
Toilet stoppages (where stool is removed) . . .	1.00
Tub, sink or lavatory stoppages (traps)25
Removing lavatory (drain stoppage)	.50
LOCK-OUTS AFTER OFFICE HOURS25
LOCK-OUTS during office hours (key at office)10
Damage to property and replacements at actual cost.	

FRAUD . . .

To prevent fraudulent entry by unauthorized service agencies into tenant units at the Julia C. Lathrop Homes (Chicago), the management has set up the following form letter:

"Mr. . . . of the . . . Company, whose signature for purposes of identification appears below; is hereby authorized to

"No charge in addition to the monthly rent will be made for the above services except..

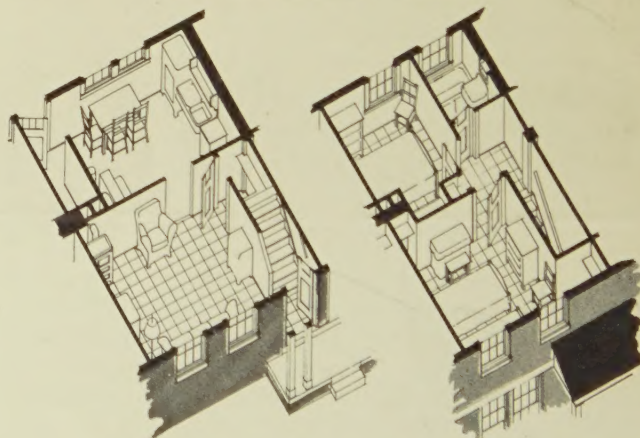
"This work should be completed by (date) . . , and therefore this will be of no force or effect after that date.

. (Signature of representative)
(Signed) Philip Kent, Housing Manager"

PROJECT ANNOUNCEMENTS . . .

Reproduced below at one half of its natural size is a page from one of the best project announcements to reach NAHO's office. The six-page leaflet from which this page is taken was published recently by the Knoxville Housing Authority to announce the opening of College Homes, its low-rent housing development for Negroes. The use of cut-away plans, rentals, minimum and maximum family sizes, and maximum incomes, constitute a clear and forceful presentation to the prospective tenant. The entire pamphlet is printed with large type in red and black ink and straight printed material is held to one page.

4½ ROOM UNIT



RENTS FOR \$11.60 MONTH



THIS SIZE UNIT MAY BE
OCCUPIED BY 3, 4 OR 5 PERSONS



This Unit consists of Living Room and Kitchen with Dining Space on first floor; two Bedrooms and Bath on second floor.

If your income is less than the amount shown below, you are probably eligible:

Number Members in Family

3
4
5

Maximum Income Limits

\$746.00 YEAR
\$801.00 "
\$859.00 "